

**REVISED** MOTION BY SUPERVISORS KUEHL AND KNABE

July 14, 2015

Under another item in today's Board of Supervisors (Board) meeting agenda, the Board will consider allocating \$3,124,413 to the Chief Information Officer to continue the development of a Countywide Master Data Management System (System), which will include functionality for three demonstration departments, the Department of Health Services (DHS), the Department of Mental Health (DMH) and the Department of Children & Family Services (DCFS). The System will include a build-out of a Master Data Management Shared Infrastructure, in order to improve client identity management across the various social services, health and criminal justice departments in the County of Los Angeles.

The Chief Information Officer's proposed Master Data Management Shared Infrastructure will serve as the County's common information technology (IT) platform, upon which departments will develop a departmental Master Person Index system. When fully operational, each department's Master Person Index will allow the department's data steward / data manager to create and maintain a master record to identify each of their unique clients. The Master Person Index will include a data

**MOTION**

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RIDLEY-THOMAS	_____
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exchange / interface with each department's major client management system, including the ORCHID (Online Real-time Centralized Health Information Database) electronic health records system at DHS, the IBHIS (Integrated Behavioral Health Information System) electronic health records system at DMH and CWS/CMS (Child Welfare Services / Case Management System) system at DCFS.

The departmental Master Person Index records will then be loaded into the Countywide Master Data Management System, which will serve as the Countywide registry that links client identity records across departments. The Master Person Index records will not include specific client diagnosis, care, benefit or treatment data and will maintain compliance with client data protection and privacy rules. When the Department of Health Services encounters a new patient, for example (after appropriate data sharing protocols are in place), a DHS nurse will be able to query the System to see if the patient has a client record at DMH (or DCFS) and if so, will be able to retrieve the client record identifier. The DHS nurse can then contact DMH to request access to the client's care or treatment records, to the extent allowed under the law. When fully operational, the System will enable the County's health, social services and public safety departments to more easily share client identifiers and to provide more coordinated, comprehensive services to individuals, many of whom access services at more than one County department.

Successful deployment of the Countywide Master Data Management System will require significant effort and the sustained attention of the Chief Executive Officer, the Chief Information Officer, Department Directors and departmental Chief Information Officers. Additional effort will be needed to ensure ongoing operations and to provide

issue resolution, system enhancements and user training. The project will be managed on a “Federated” basis, with each department responsible for its own data system, the Chief Information Officer responsible for the Countywide Shared Infrastructure and the Chief Executive Officer responsible for budgetary and policy oversight. Under a “Federated” information technology management model, however, it is unclear who will assume day-to-day responsibility for, and ownership of, the System.

**I, THEREFORE MOVE** that the Board of Supervisors:

1. Direct the Interim Chief Executive Officer and the Chief Information Officer to provide a Countywide Master Data Management System implementation report and briefing to the Board of Supervisors in 180 days that includes information ~~and updates on~~ and includes:
  - a. Project expenditures to date.
  - b. System governance, including day-to-day responsibility and “ownership” of the System, and issue resolution between and among participating departments.
  - c. How the Master Data Management System differs from the existing DCFS FCI / Family Child Index system.
  - d. Build-out of the Countywide Shared Infrastructure and the Master Person Index ~~systems at the Department of Health Services, the Department of Mental Health and the Department of Children and Family Services~~ and Oracle data exchange for the Department of Children and Family Services Child Welfare Services/Case Management System (CWS/CMS).
  - e. A study on the functionality of the proposed consolidated Master Person

Index and Electronic Health Record systems based on the report back for the April 7, 2015 Board motion on Electronic Health Record system consolidation

~~Build-out and functionality of the data exchange and interface for each department's respective client / patient / case management systems.~~

- f. "Dashboard" indicators used to monitor development, implementation and usage of the System and the Master Person Index.
- g. Future project phases, including build-out and ongoing operational costs, and how interactivity will be achieved with the Department of Public Social Services' LRS / Leader Replacement System and the CEO's ELP / Enterprise Linkages Project.

**I, FURTHER MOVE** that the Board of Supervisors direct the Interim Chief Executive Officer and the Chief Information Officer to submit a report and provide a briefing to the Board of Supervisors in 90 days that includes:

- a. A broad, policy-based discussion of the County's information technology application systems, including anticipated short and long-term policy, budgetary and technological issues.
- b. A summary description of the County's small, mid-size and large information technology systems, organized by department or CEO Agenda & Policy Committee.
- c. A detailed description of the County's major IT systems, organized in similar manner, including the current ORCHID and, IBHIS, CWS/CMS, LRS, ELP, the Assessor's Property Management Database and Sheriff data systems. Details should include, but not be limited to, system age, legacy / mainframe

- status, confidentiality requirements, volume of records, vulnerabilities, anticipated replacement date and costs, if known, and information on each system's ability to share data with other County systems.
- d. An analysis of the potential to develop a Countywide approach, through software purchases, open source platforms or newly developed systems, to create integrated departmental information technology applications and client data systems, in order to enable departments to more easily and efficiently provide integrated, comprehensive services to our clients and to avoid duplicative data entry and client eligibility and intake screenings.